



## **Implementation of the Work Performance Measurement System (Siransija) Policy at the Regional Inspectorate of Gorontalo Province**

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### **ABSTRACT**

This study examines the use of the Work Performance Measurement System policy or Siransija policy in the Gorontalo Provincial Inspectorate with the aim of analyzing how the Siransija Policy is Implemented, as well as what factors influence the Implementation of the Siransija Policy in the Gorontalo Provincial Inspectorate. The main concern is the effectiveness of performance appraisals among civil servants (PNS) to improve good governance. The significance of the study lies in its added value to existing management competencies in objective, open and accountable performance as expected by the Governor's Decree Number 63 of 2020. The theoretical perspective applied in this study is the Edwards III policy model with characteristics focused on communication, resources, disposition and bureaucratic structure. The research method used is a qualitative methodology involving in-depth interviews, observation and document analysis as the main instruments. The findings of the study show that the implementation of the Siransija policy for civil servants in the Gorontalo Provincial Inspectorate has been running well starting from the planning stage, implementation to the supervision and evaluation of the policy. The factors for the implementation of the Siransija electronic absence policy for civil servants at the Gorontalo Provincial Inspectorate Office since 2017 have been running optimally as it should, although there are still some limitations in terms of human resources and infrastructure. The policy is driven by several factors, namely communication and coordination carried out by the BKD, the Inspectorate and his subordinates have been good with the monitoring of civil servants, BKD. The Inspectorate has provided maximum and gradual socialization. The human resources of civil servants in the Gorontalo Provincial Inspectorate Office environment have known the implementation of electronic attendance. The bureaucratic structure is running well, and the supervision of the leadership is very tight.

**Keywords:** *Policy Implementation; Civil Servant Performance; Performance Management System; Siransija; Transparency*

### **INTRODUCTION**

Work performance for the State Civil Apparatus (ASN) has a crucial role in various aspects, both for the individual ASN itself, the agency, and the country as a whole. As in Government Regulation Number 46 of 2011, it has stated that the Civil Servant Work Performance Assessment has been explained in article 1 paragraph 3 that work performance is the result of work achieved by each civil servant in the organizational unit in accordance with employee work targets and work behavior. Furthermore, Article 2 states that the assessment of civil servants' work performance aims to ensure the objectivity of civil servant development which is carried out based on a work performance system and a career system that is emphasized on the work performance system.

The apparatus can be said to have good work performance if it can provide the best results for its work, meaning that each apparatus can achieve or exceed certain standards or criteria set by the organization (PP No. 46, 2011). Similarly, Mangkunegara (2017) states the results of work performance in the form of quality and quantity achieved by a person or individual when completing their work according to the responsibilities imposed on workers. Suparto & Dai (2021) also stated that measuring work performance can be used as a consideration or recommendation to improve the quality of performance through the Siransija application.

To realize maximum results from a job, the State Civil Apparatus (ASN) is expected to carry out its duties properly and professionally, so that the factors that can support ASN performance will lead to work performance, but according to Neman et al. (2024) in an effort to improve the performance of the State Civil Apparatus (ASN) at this time, in fact there are still obstacles, including the work produced by some apparatus that cannot be said to be optimal, this is because there are still mistakes, so that the rules as regulations created by the Government still have a lot to be revised, besides that there is also a lack of understanding of the apparatus in carrying out their duties and responsibilities.

Astuti & Prayogi (2018) that the low performance of ASN can have a big impact on the organization, this is due to less than optimal responsibility for their work. (Atijah & Bahri, 2021). On the other hand Neman et al. (2024) stated that there are still apparatus who are less able to adjust work according to the existing work situation, and lack of enthusiasm in completing the workload given by the leadership, but the work is only given to other coworkers.

Similarly, previously the State Personnel Agency (BKN) through the Directorate of ASN Performance has evaluated the implementation of civil servant performance management for 2 (two) consecutive years, namely 2018 and 2019, obtained an evaluation that: 3.3% of agencies are very good, 35% of

agencies are good, 50% are sufficient and 11.7% are poor in implementing civil servant performance management. This evaluation is carried out covering assessment aspects such as the preparation of SKP (performance planning), Implementation of Performance Appraisal System (performance implementation), Evaluation of Performance and Behavior Assessment, Utilization of Performance Appraisal, Availability of Application System, Reporting of Civil Servant Performance Appraisal in 45 regional agencies (2018) and 69 regional agencies and 6 central agencies in 2019.

Given the changes made in the civil servant performance measurement system are very significant both in terms of weighting, the addition of indicators that are considered capable of measuring civil servants' work performance objectively and transparently. The documentation of work activities that must meet 300 minutes of effective working hours for civil servants and the assessment of work behavior by superiors through a predetermined rating scale are the branding built on the performance measurement system that is currently being developed with the brand being New Siransija (New Work Achievement Measurement System).

The New Siransija (Performance Achievement Measurement System) application was virtually launched by the Regional Secretary of Gorontalo Province, Mr. Darda Daraba on Thursday, December 3, 2020 - [Hulondalo.id](https://www.hulondalo.id). The Work Achievement Measurement System (Siransija) is an application system implemented by the Regional Personnel Agency of Gorontalo Province which is one of the systematic aspects of Civil Servant Performance management implemented with the intention of providing guidelines for the Gorontalo Provincial Government in conducting Work Achievement Assessment and Measurement as well as improving the quality of ASN both in terms of discipline and performance for Civil Servants within the Gorontalo Province.

The Gorontalo Provincial Government, especially the Gorontalo Provincial Regional Office, has tried to maximize the implementation of this policy, but there are still problems that arise in the process of implementing the Sistem Perguruan Prersta Kerrja (Siransija). According to Erdward III (in Agurstino, 2006: 149) there are four factors that affect the success or failure of policy implementation. The four factors or variables listed include the factors of *Communciation, Rersourrcers, Dispoitions, and burreraurcratic structures*". Based on this theory, the researcher seeks to explore several examples of cases that relate to the current implementation process.

Gorontalo Province Regional Office on Monday, September 2, 2024 through the Siransija application as shown below:

No	NIP	NAMA	Tanggal / Jam Datang	Ket. Datang	Jam pulang	Ket.pulang	Nilai Datang/Pulang	Wilkes	Kart. Masuk	Kart. Keluar
1	19641222198303007	HARATI S GOREL, SE	2024-07-01 08:29:12	Anda Datang Terlambat 07 Jan 08 Akad 12 Desk (Pengantar)			00	Wilkes		
2	196604281985071001	SHARUDIN KHALIDAN S.Pd, M.Si, Dev	2024-07-01 07:28:58	Anda datang tepat waktu	19:06:24	Anda pulang tepat waktu	0,545	Wilkes		
3	196605281989031902	HEDJI BAHANI ST MT	2024-07-01 08:39:45	Anda Datang Terlambat 01 Jan 08 Akad 45 Desk (Pengantar)			00	Wilkes		
4	19670403198303009	SR KSH DEWIRI STEWANNAN, S.Pd, M.Si	2024-07-01 07:24:51	Anda datang tepat waktu (Pengantar)			0,50	Wilkes		
5	19670507198303014	ULFA HQUA S.Sn	2024-07-01 07:09:36	Anda datang tepat waktu (Pengantar)			0,50	Wilkes		
6	19680425200122002	Dr. SANNAN GOREL	2024-07-01 13:57:43	Anda Datang Terlambat 06 Jan 08 Akad 42 Desk			00	Wilkes		

Android Presence at the Regional Inspectorate (2024)

The picture explains that the Gorontalo Provincial Government has implemented a policy of starting work at 08.00 Wita and leaving the office at 16.30 Wita. The researcher took a sample of 10 Civil Servants (PNS) Of the total number of employees at the Gorontalo Provincial Regional Office of 113 civil servants, only 5 employees came on time, the rest came late and even the attendance records of the employees were not recorded and could be concluded that they were not disciplined in regulating the hours of work and work hours. In fact, the problem of civil servant discipline is a serious problem that can disrupt the organizational performance of the Gorontalo Province Regional Office. Moreover, the image and reputation of the organization are affected if its employees are not disciplined in fulfilling their working hours. As a result, services in government organizations are hampered, and even procedures that are supposed to be completed within a short timeframe have to be delayed or even canceled because employees are not present in the office.

However, in the process of the siransija application, it also only assesses from the point of view of employee discipline in terms of attendance during office hours and does not look at performance outside of that time, so that if there are employees who are late it will result in a cut in their performance but if there is a lemburr job or if it is outside of office hours there is no reward in the form of a lemburr honorarium. The matter mentioned above is one of the reasons that encourages employees to apply kercurangan in applying the siransija application.

The Gorontalo Provincial Regional Office in this case has been slow in filling out the Daily Activity Report which has been running for a while. Many employees have missed many *nurnda pernginpurtan* which should be filled in daily Activity Report every day during working hours with the accuracy of

daily work invoices with a daily workload of at least 300 minutes (5 working hours) in the framework of the daily activity report. effective) in order to achieve the SKP burlanan that seharusnya serti each OPD must dirernturkan targert so that pernginpurtan can rangkurm sercerlurrurhan mernurrurt kererrvvukan pererrvvurkan pernerliti. So the services in government organizations are hampered, even the procedures that are supposed to be completed in a short time have to be delayed or even neglected because the employees are not present in the office.

Based on these conditions, the formulation of the problem in the study is how the implementation of the Work Performance Retention Policy (Siransija) and what factors regulate the implementation of the Work Performance Retention Sistem Policy (Siransija) in the Gorontalo Province Regional Office. While the purpose of the research is to analyze how the implementation of the Siransija policy, as well as what factors are responsible for the implementation of the Siransija policy in the Gorontalo Province Regional Office.

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## RESEARCH METHODS

This research method uses a descriptive qualitative research approach. In collecting data, observation was carried out with employees in the Gorontalo Province Regional Office. Furthermore, it utilizes observation, to understand the context of the data in the context of the social situation (Waruwu, 2023), through interview techniques. The researcher used a structured interview technique because the researcher already knew about the data he wanted. This interview was conducted with informants as a step to explore all information related to the topic being researched. In collecting this data, researchers also use literature references that are relevant to the research topic. Sources of data in research through primary data and secondary data. Primary data sources are data obtained based on the results of interviews with 10 informants or sumber data consisting of 8 civil servants of the Gorontalo Province Regional Office and 2 related *stakeholders* from the Gorontalo Province Regional Office (BKD). Secondary data in the research is sought from books, journal articles, websites, and other publications that can be accounted for and have a relationship with the research conducted. This research also uses the triangulation technique to verify and test the data obtained from observations, interviews and documentation regarding the implementation of the Siransija policy in the Inspektorat environment. In *data analysis*, for quantitative data, it was carried out through the stages of data *collecrting*, *data rerurction*, *organization*, and data *interrpration*. The research time was conducted in 2 (two) months at the Inspectorate of Gorontalo Province.

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## RESULTS AND DISCUSSION

### Research Results

#### Implementation of Siransija Policy in the Regional Inspectorate of Gorontalo Province

Policy implementation in Siransija, there are several stages that are passed. In this case, it is identical to the modern management process, namely *Planning*, *Acturacting*, and *Controlling and Ervaluation*. The implementation of the Siransija policy in the planning process has been carried out from 2016 to 2020, an amendment was made, based on the results of interviews with the Head of BKD (2 Serptermber 2024) it can be understood that in the planning process of the Siransija policy, BKD has been working since 2016 while obtaining a recommendation from the National Civil Service Agency (BKN) and the Civil Service Audit Agency (BPK), BKD has been designing the regulations since the end of 2016 until 2020 when the changes were made while conducting socialization to OPDs and civil servants. For the implementation of the Siransija policy at the Inspektorat Office, the researcher conducted an interview with the Kasurbag, Inspektorat (18 Serptermber 2024), that with the existence of Siransija and the removal of the TPP for civil servants who are not disciplined in invoicing and performance, *the discipline* of civil servants has improved.

Likewise, the implementation of the Siransija policy in Gorontalo Province, especially in the Provincial Office, has gone well even though initially there were some civil servants who were still unable to adapt to this policy. From the results of our observations in the field, it can be seen that basically the implementation of the Siransija Policy for civil servants in the Gorontalo Provincial Office, although it has various obstacles such as the lack of facilities and the mixing of civil servants with the use of technology, this policy is working well, This can be seen from the employee discipline and performance improvement that has been carried out by every civil servant in the Inspektorat environment, related to TPP deductions for civil servants who have poor discipline and performance, this can be seen from the TPP billing for each burlannya.

As for supervision and evaluation, according to SS Kaban BKD (October 15, 2024), he said that the supervision process from BKD is carried out every month, we identify civil servants who often experience financial constraints, we recommend them to the OPD leaders to be given guidance. While the implementation of the policy is carried out directly by the leaders, namely the Inspector, Secretary and assisted by the Kasurbag. While the service process is carried out by the BKD in each of its burlans. In terms of clerical supervision (waskat), BKD has implemented clerical supervision through the Siransija application sistem that can supervise employees in *real time*.

#### Factors that Determine the Implementation of Siransijar policies.

Several factors are passed in determining the implementation of the Siransija policy at the Inspectorate of Gorontalo Province through communication, resources, disposition, and bureaucratic structure. The implementation of the Siransija policy at the Inspectorate is seen from inter-organizational communication and implementation activities, there are two assessments, namely: coordination of leaders towards civil servants and socialization that has been carried out in providing an understanding of the implementation of the Siransija policy.

The implementation of the Siransija policy at the Regional Office of the Gorontalo Province is presented based on the Erdward III policy implementation theory (Lero Agurstino, 2016: 133). The results of research based on interviews with SS Kaban BKD (October 15, 2024) that good communication

between each organization in this case the Regional Civil Service Agency and the District Office and civil servants in implementing the Siransija policy at the District Office is very important. The communication and coordination that the BKD carries out is to monitor the results of the siransija and to carry out the evaluation of each civil servant's burdens directly and to communicate with each OPD leader if there are any obstacles.

This statement is supported by the results of the researcher's interview with IM Irban 1 (October 7), where the use of Siransija has been very good, judging from the progress of the programs, even though the progress is sometimes poor. Similarly, according to IH Kasurbag Inspektorat (October 10), communication and coordination have been going well, where in building communication and coordination with BKD in terms of submitting the problems faced and consulting so that all civil servants in the Inspektorat environment can better understand and be able to describe the policies.

The results can be concluded that BKD Gorontalo Province has very well coordinated with other OPDs including the Gorontalo Province Regional Office in terms of implementing the absen policy on Siransija. Murlai from bernturk attention and clarification related to development. It is proven that there are no serious problems experienced by civil servants in implementing it .

Whereas, in the socialization stage based on the results of the interview with SS Kaban BKD (October 15, 2024r 2024) that the socialization from the Inspektorat office itself, according to MN Inspekturr, has carried out socialization by reminding each employee in the Inspektorat circle which is held every Monday. This means that the socialization has been carried out since January 2017. The socialization was carried out for about 6 Burlan until the enactment of the Perrgurb that regulates the Siransija, the socialization was also carried out to civil servants who were served at BKD either through posters or directly.

This statement was supported by Kepala Head of the Personnel Section ErY (17 October) that every Aperl day, they often provide socialization on the implementation of the SIRANSIJA policy. In terms of discipline and performance, civil servants must use the Siransija application and in a technical way, there is a staff member of the Office of the Inspectorate who is turnjurk to teach and assist if there are civil servants who are not mixed up in the use of the Siransija application. Thus, this result can be explained that it can be understood that BKD as an OPD that mixes policies has carried out good communication with the Inspektorat, in turn the Inspektorat has carried out good communication with the civil servants who are involved.

The strategic policy implementation factor is also carried out by the Kersurksersan of policy implementation is strongly supported by the existing resources. Both human resources (HR) and other resources. The implementation of Siransija's policy in Inspektorat in terms of resources is: *first*, the researcher sees how prepared the civil servants are to undergo the change from manural sistem to electronic sistem. *second*, the response of civil servants in responding to the change from manural sistem to electronic sistem. *third*, looking at the facilities and infrastructure for the implementation of the Siransija policy in the Gorontalo Provincial Regional Office.

The results of the interview with the Irban, as well as the official Aurditor at the Gorontalo Provincial Office (MN, 2024) stated that the preparation of civil servants in the Gorontalo Provincial Office in facing the implementation of the electronic absen policy has been well prepared. In addition to socialization from BKD, some of them have already understood the regulations and how to use them. Meanwhile, according to SA (2024), an Aurditor said that as civil servants, they were ready to change from manural sistem to electronic sistem because they did not want to have to break down with the increasingly sophisticated technology. TP (2024) also stated that with the implementation of this Siransija policy, each civil servant can be motivated to always improve discipline and performance so that the TPP surpaya is not undermined. From these results, it can be stated that the implementation of the Siransija policy is a blessing for ASN. Because they have directly understood and are ready to implement the policy.

On the other hand, the interview was continued with Irban 1 and Irban 3 about the readiness to face the implementation of the Siransija policy, as represented by Irban3 (2024) said that Ready not ready, but must be ready. Because how this pension is a government policy to be implemented by civil servants in Gorontalo Province. From the statements of the surmberr data above, it can be concluded that the implementation of the Siransija policy in Inspektorat has been socialized. Urnturk itur, there is no reason for civil servants to refuse because it is an obligation for every civil servant.

The implementation of the Siransija policy in the Jurga Inspektorat is greatly influenced by the attitudes of its civil servants (disposition). The implementation of the policy is seen from the attitude or kercernderrungan of the implementers, which can be seen in the response of civil servants in reducing the implementation of the Siransija policy and the activities of civil servants while implementing this policy. As according to MN Inspekturr (9 Novermberr 2024) stated that initially there were civil servants who were surlit urnturk to describe this sistem. But thanks to the guidance and direction from the BKD, it was not long before civil servants at Inspektorat murlai understood about the obligation to maintain and carry it out with responsibility.

Nevertheless, according to AK PPUrPD (2024), initially not all civil servants were immediately excited about the change in the performance assessment sistem. Serbab, they are still accustomed to the old sistem. However, the Inspektorat leadership emphasized that with this change in system, it will always be possible to carry out paper supervision of the duties and functions of civil servants. Likewise, this system can supervise the attendance and performance of each civil servant whether the serrurai in the sistem or not. As a leader, in this activity, has involved the Irban urnturk to supervise and assess their subordinates so that the policy strategy can run as it should.

Through this statement, it can be concluded that every civil servant in the Gorontalo Provincial Office has experienced an increase in performance due to the Siransija policy. They immediately prepared to continue their work. In addition, Inspekturr organized the paperwork and direct supervision. In this way, attendance discipline greatly contributes to the achievement of good performance.

The implementation of the Siransija policy in Inspektorat can also be seen in the bureaucratic structure that describes the role of *stakeholders* in implementing Siransija and the sanctions given to civil servants who are mixed in obeying the rules. Based on the results of interviews with SS Kaban BKD (2024) that the role of *stakeholders* in this case as leaders has mixed the policy, and OPD leaders and civil servants supervise each other, the

community can also provide reports if there are civil servants committing violations related to their duties and responsibilities as civil servants, for example, only committing performance regulations but being lazy during working hours and so on.

Meanwhile, according to MN Inspekturr (9 November 2023) stated that so far the implementation of the Siransija policy in Inspektorat has been going well. This is indicated by the increase in the level of discipline of absenteeism, the performance of civil servants and the decrease in disciplinary violations. Based on this statement, it can be interpreted that the implementation of the Siransija absenteeism policy at Inspektorat memang surdah curkurp kondursif. It can be said that the average civil servant arrives early in the morning and immediately prepares to work. The civil servant performance control feature can be directly accessed by the Kerpergawain operator as well as the BKD's Employee Development and Ervaluasi Pegawai Division as admin.

If civil servants violate the existing rules, they are not left alone. First, there is a verbal warning. In addition, civil servants who do not have a low level of attendance must submit a substitute hour report and civil servants who have permission must submit a letter of permission for the reason for their absence. So far, MN said that there were no serious violations committed by civil servants of the Gorontalo Province Regional Office. So that the sanctions are still verbal. This means that the implementation of this Siransija policy has been carried out with strict rules and is very binding for civil servants to be disciplined and work responsibly as civil servants.

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## Discussion

### Implementation of Siransija Policy in the Regional Inspectorate of Gorontalo Province

In the process of policy planning, the BKD first sends out a circular letter to each OPD in their respective offices. However, in the process of drafting this policy, BKD did not involve OPDs as well as policy implementers at the Provincial Government level. This contradicts the statement of Yurnurs (2004: 23) that planning is the selection and development of the most effective actions in preparing actions to achieve a goal. As one of the *satur fungsi manajernern*, *perrnanaan merrurpakan role performed by the leader with sergernap kerwernangannya can rubah kegiatan and turjukan that must be achieved organization* (Kristiawan et al., 2017). *Serdangan serbagai suratur kerpurtursan, perrncanaan ialah apa, siapa, dan bagaimana yang akan atau harus dilakurkan urnturk waktur yang mendatang* (Yurnurs, 2004: 23)

From the facts in the field, it can be concluded that the BKD as well as the OPDs who mix the policies use the *TopDown Planning* approach, this can be seen from the fact that other OPDs are not involved in the formulation of this policy, so that this policy directly targets civil servants in Gorontalo Province. Based on these facts, the theory presented by Yurnurs (2004: 23); Law number 23 (2014) that there are several restrictions in planning according to Tarigan in (Heny, 2017). (Heny, 2017) consists of *top down planning, bottom up planning, mixed planning (bottom up top down planning), and group planning. (group of planning)* has not been fully implemented in the Siransija system in the Inspectorate of Gorontalo Province. (Moonti et al., 2018; Baginda & Potale, 2023).

Meanwhile, the implementation stage of the Siransija policy in the Gorontalo Province Regional Office is basically well implemented in line with what was planned. There has been an increase in the discipline of civil servants with the Siransija application and the rules for TPP deductions based on absenteeism and performance improvement that have been implemented to date. In line with research Yantoi et al. (2024) that the implementation of the siransija application policy based on the aspect of employee integrity has gone well seen from the supporting indicators.

Civil servants are able to record daily SKP reports in the *Er-Kinerrja* system. The accuracy of the results of the Siransija absern summary and the results of the inpurtan from the *er-kinerrja* system are the basis for the TPP payment for civil servants. This indicates that the implementation of the Siransija policy at Inspektorat has been carried out in accordance with the procedures. In line with the statement of Yunus (2004, 109); Yantoi et al. (2024) that Implementation is one of the policy functions that are closely related to organizational activities. The meaning of implementation is the same as that of implementation. Among the policy functions consisting of planning, implementation, and distribution, the implementation process is the most complicated and complex. Yantoi et al. (2024) also said the same thing that the work ethic shown was good as seen from the responsibility of the work done well and the hard work shown was good but the role of the leader in being an example was needed.

From the facts above, it can be concluded that the implementation of the Siransija policy at the Inspektorat utilizes the *compliance approach* where the implementation of the policy with this approach is not at all dependent on political interests. The planning has already been determined in full by the leadership and civil servants with the aim of improving performance and employee discipline so that this policy is well implemented in accordance with the procedures. this is the case according to Yurnurs (2004, 109); Yantoi et al. (2024) *merngermurkakan that there are two approaches in the implementation of the policy, namely ther compliancer approach and ther political approach.*

In the asperk perngawasan siransija at Inspektorat, it is carried out directly by the Head of OPD in this case Inspekturr and Serkerrtaris Inspektorat and assisted by Kasurbbag Urmurm Kerpergawain merlaluri sistem. In addition to conducting sistem-based supervision, the Office also conducts regular supervision to synchronize with the data in the sistem in order to be able to understand the performance of civil servants rationally. Thus, it can be concluded that in the implementation of the Siransija policy, it has received supervision from within and from outside.

While in the process of supervision carried out by BKD, supervision is carried out every burlannya against civil servants who often have problems with attendance and performance. From the internal Inspektorat itself, supervision is carried out by the serkerrtaris against the civil servants who are *in trouble*, the serkerrtaris will carry out training for civil servants who commit violations of *Indisplinierr* both in terms of attendance and performance. So, it can be concluded that the variation mode used in the implementation of this policy is the *Berforer-Afterr* mode, which compares the existence of

serberlurm and sersurdah kebijakan diberrlakurkan. In line with the statement of Yurnurs (2004: 189) Judging from its clarity, supervision consists of four types, namely internal supervision, external supervision, preemptive supervision, and retroactive supervision while in the process of distribution it can use 3 Moderl namely *Berforer-Afterr* Moderl, Moderl *das solem-das serin* and group moderl. This research is also in line with Suparto & Dai (2021) that the implementation of Siransija can run effectively and the results are more significant for use in measuring work performance.

### Determinants of Policy Implementation

The determining factor through communication and coordination between the Head of BKD and the Gorontalo Provincial Office and subordinates is very good in implementing the Siransija policy. The Head of BKD and the Inspectorate said that there were no significant problems in implementing SIRANISJA by asking civil servants whether there were any problems or not. It can be understood that the communication between the leaders, namely BKD, Insperkturr as the leader and civil servants in the Gorontalo Province Insperktorat in implementing the electronic absenn surdah is well implemented. The BKD and the Civil Service Management Office have also provided socialization on the implementation of the electronic performance attendance system and if there is a problem with the system, the BKD will immediately contact the operator to resolve it.

The implementation of the Siransija policy in the Insperktorat has fulfilled the three dimensions outlined by Erdward III (2010:97), that is the transmission dimension where this policy has been well conveyed to the policy implementers, namely civil servants in the Gorontalo Provincial Office, the cooperation dimension where civil servants have understood, prepared, implemented and participated in the implementation of this policy, and the consistency dimension where *stakeholders* have been consistent in implementing this policy. Erdward III in Widodo (2010: 97), policy communication has several dimensions, including the dimensions of transmission, clarity and consistency.

Judging from the human resource sumberr factor (HR) in the Gorontalo Provincial Office in implementing the electronic absenn policy, it still runs well in a uniform manner. However, Insperktorat is alert by recruiting operators who are proficient in the IT field so that the problems can be resolved. The response or response of the majority of civil servants is very appreciative of the existence of an electronic performance policy. In line with Erdward III's statement in Widodo (2010: 97) there are equipment resources and budget resources that affect the bulk of policies.

Meanwhile, through the disposition factor, that all civil servants in Insperktorat have implemented the Siransija policy even though there are still some limitations. The implementation of Siransija has been in effect since 2017. Following this policy, the level of civil servant discipline and performance at the Gorontalo Provincial Office has improved. As well as implementing absenteeism, civil servants are implementing a performance improvement program which they do every day that the response of civil servants has been very encouraging to the implementation of this policy. Erdward III in (Jacobus et al., 2023) summarizes the factors that affect Disposition, namely bureaucratic hiring and Incentives.

In addition to the increasing level of discipline in attendance, it is also accompanied by better performance. This can be seen from the absenteeism perrserntaser of August, September and October reaching 94% which has implications for the payment of TPP for civil servants, this is in line with what has been stated by Erdward III regarding the Incentive which by increasing the salary or the cost of the structure may be a driving factor that motivates the implementers to carry out the order properly. This is done as an effort to protect personal or organizational interests. Pangabean (2002: 93), incentives are compensation that links salary to productivity. Incentives are rewards in the form of money given to those who can work beyond predetermined standards.

The role of *stakeholders*, there are three things in its implementation and the merkanismer bernturk sanctions (SOP) against disciplinary violations in the Gorontalo Province Regional Office. *First*, the role of the leadership, in this case the Insperkturr, in implementing the supervision of the implementation of the electronic absence policy for civil servants at the Insperktorat Office is very strict. In addition to supervising in a sisterly manner, they also directly supervise whether or not the discipline and performance of civil servants are in line with what is in the field. *Kerdura*, the implementation of Siransija as seen in the sistem, has been well implemented where the leadership has access to civil servants. *Third*, based on the data obtained by researchers, there are no civil servants who have received severe sanctions. In line with Erdward III in Winarno (2007: 150) there are two main characteristics of bureaucracy, namely SOP and fragmentation. This is also in line with the Basic Principles of Employee Discipline based on PP No. 94 of 2021 that disciplinary punishment is a penalty imposed by officials authorized to punish civil servants for violating civil servant disciplinary regulations, so that disciplinary penalties are divided into three categories, namely light, medium and heavy disciplinary penalties.

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## CONCLUSIONS

The implementation of the siransija policy for civil servants in the Gorontalo Provincial Government Office has been running well from the planning, implementation to the monitoring and evaluation stages of the policy. Implementation of the Siransija electronic absenteeism policy for civil servants at the Gorontalo Provincial Government Office since 2017 has been running optimally as intended, although there are still some limitations in terms of human resources and infrastructure. Policies are regulated by several factors, namely Communication and coordination carried out by BKD, Insperkturr with their subordinates is good with a series of civil servant management, BKD. The Insperktorat has provided maximum and gradual socialization. Human resources of civil servants in the Gorontalo Provincial Regional Office have understood the application of electronic attendance. The bureaucratic structure is running well, and leadership supervision is very tight. The implementation of Siransija is expected to increase the capacity of human resources in each civil servant, especially in the development of Information and Technology (IT), which can be used as a reference later on in the career path of civil servants. The local government of Gorontalo Province should improve the procurement of computers and server equipment in the application of Siransija, which is currently still not optimal. The Gorontalo Provincial Government can provide rewards to civil servants who have high discipline and

good performance through promotions. Civil servants should always improve their capacity in facing the increasingly dynamic development of information technology in the future.

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